

**University Examinations April 2012**

**EXAMINATION FOR THE DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP**

**UCU 104: Fundamentals of Leadership**

***DAY&DATE: FRIDAY 20<sup>TH</sup> APRIL 2012***

***TIME: 2 HOURS 9.00 A.M-11 A.M.***

**INSTRUCTIONS:**

ANSWER QUESTION ONE (COMPULSORY 25MARKS) AND ANY OTHERTHREE QUESTIONS (EACH 15 MARKS)

**Question 1**

**Hiroshi – Okuda at Toyota**

Hiroshi Okuda is a leader who isn't afraid to speak his mind or impose radical changes in an organization. He is the chairman of the Board of Toyota. Okuda justifies his outspoken and aggressive style as necessary to change the company that he believes has become lethargic and overly bureaucratic. Okuda moved ahead of Toyota by taking jobs that other employees didn't want. On one project Okuda noted, "everyone wanted to give up, but I started the project and led it to success." It was his drive and ability to overcome obstacles that were central to his rise in the company's hierarchy.

When Okuda ascended to the presidency of Toyota in early 1995, the company was losing market share. Okuda attributed this problem to several factors. Toyota had been losing touch with customers in Japan. Competitors had also done a much better job at identifying the boom in recreational vehicles – especially the sports utility market.

Toyota's burdensome bureaucracy also bothered Okuda. In his first 18 months on the job, Okuda implemented some drastic changes. He replaced one third of Toyota's highest ranking executives. He revamped Toyota's long – standing promotion system adding performance as a founder. Some outstanding performers were also moved up several levels in management at one time in something unheard of in the past in the company.

Okuda also worked with vehicle designers to increase the speed at which they get a vehicle from concept to market. Finally he is using the visibility of his job to address a larger societal issue facing all Japanese businesses.

Unfortunately, some of Okuda's actions may have fired up speculations that he "overstepped" his boundary at times lead to his removal as president in June 1999. However, his strategic leadership and the good he's done for the company didn't go unnoticed- it helped him ascend to the chairman's job.

**Required**

- (a) How would you describe Hiroshi Okuda's leadership style? Site specifics where appropriate. (5 marks)
- (b) When a company is in a crisis, do you believe that a radical change in leadership is required to turn the company around? (10 marks)
- (c) Would you describe Okuda's leadership style to be a) Charismatic, b) Visionary, and c) culturally consistent with the practices in Japan? Explain (10 marks)

**Question 2**

Efficient group performance depends on the proper match between the leader's style of interaction and the degree to which the situation gains control and influence to the leader.

Explain using the fielder model of leadership. (15 marks)

**Question 3**

- (a) Outline the leadership dimensions of the university of Michigan studies. (5 marks)
- (b) "All managers should be leaders, but not all leaders should be managers." Do you agree or disagree with that statement? Support your position. (10 marks)

**Question 4**

- a) Using appropriate illustrations, explain how visionary leadership differs from other forms of leadership. (5 marks)
- b) Explain similarities of any, among fielder's model, path-goal theory and Hershey and Blanchard's situational leadership. (10 marks)

**Question 5**

Research Studies have reported a positive relationship between ethical behavior and leadership effectiveness. Discuss (15 marks)

**Question 6**

- (a) Highlight the role of leadership development in change management (5 marks)
- (b) Discuss the process of leadership development in either a non- profit organization or state corporation (10 marks)